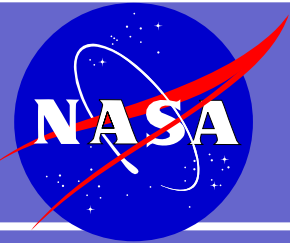


Executive Coaching: Enhancing Mission Performance

**Presentation to Center Directors' Leadership
Team**

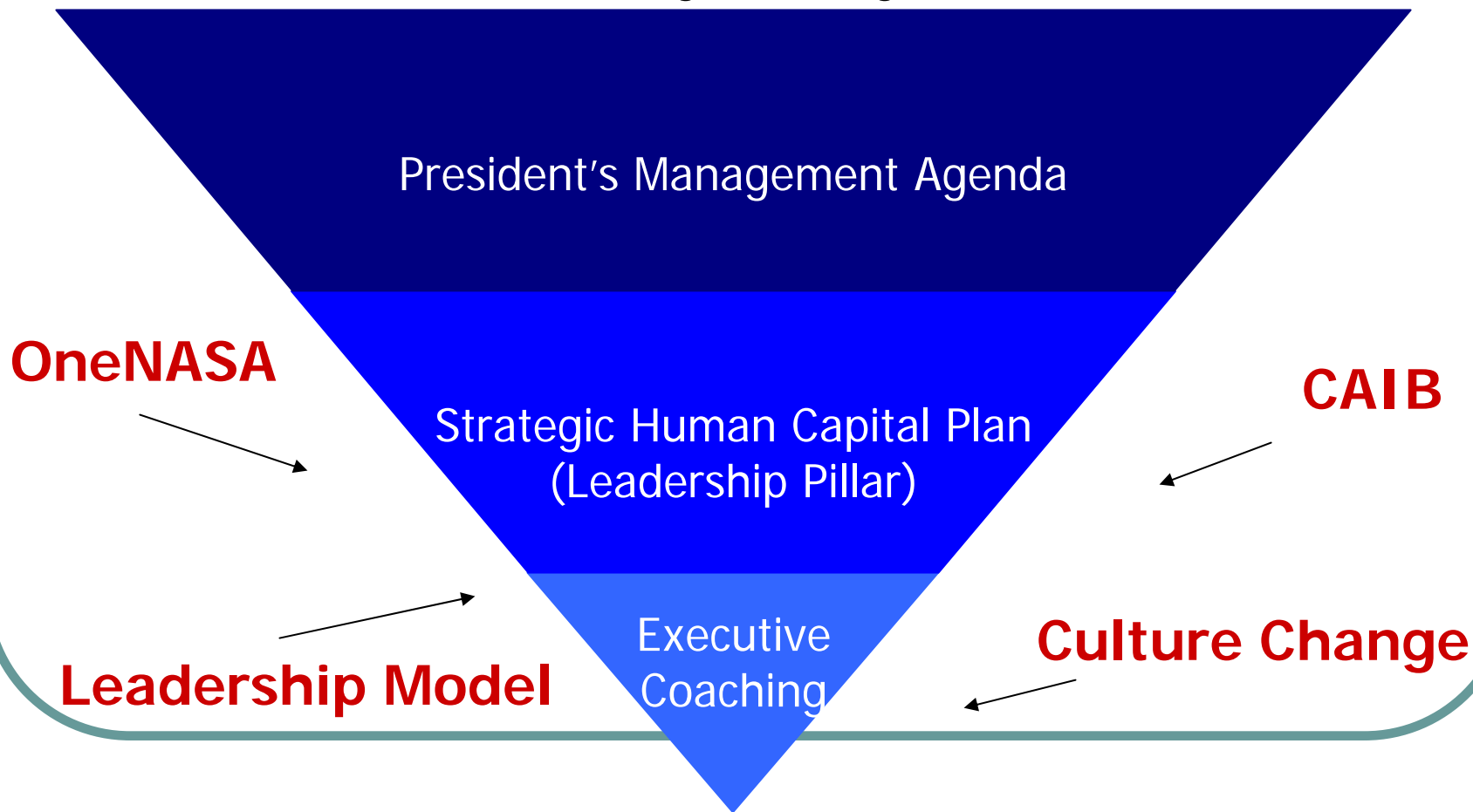
January 18, 2005

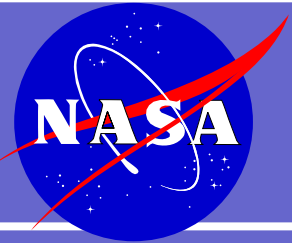
**Strategic Performance Management and Incentives Office
Office of Human Capital**



Driving Forces

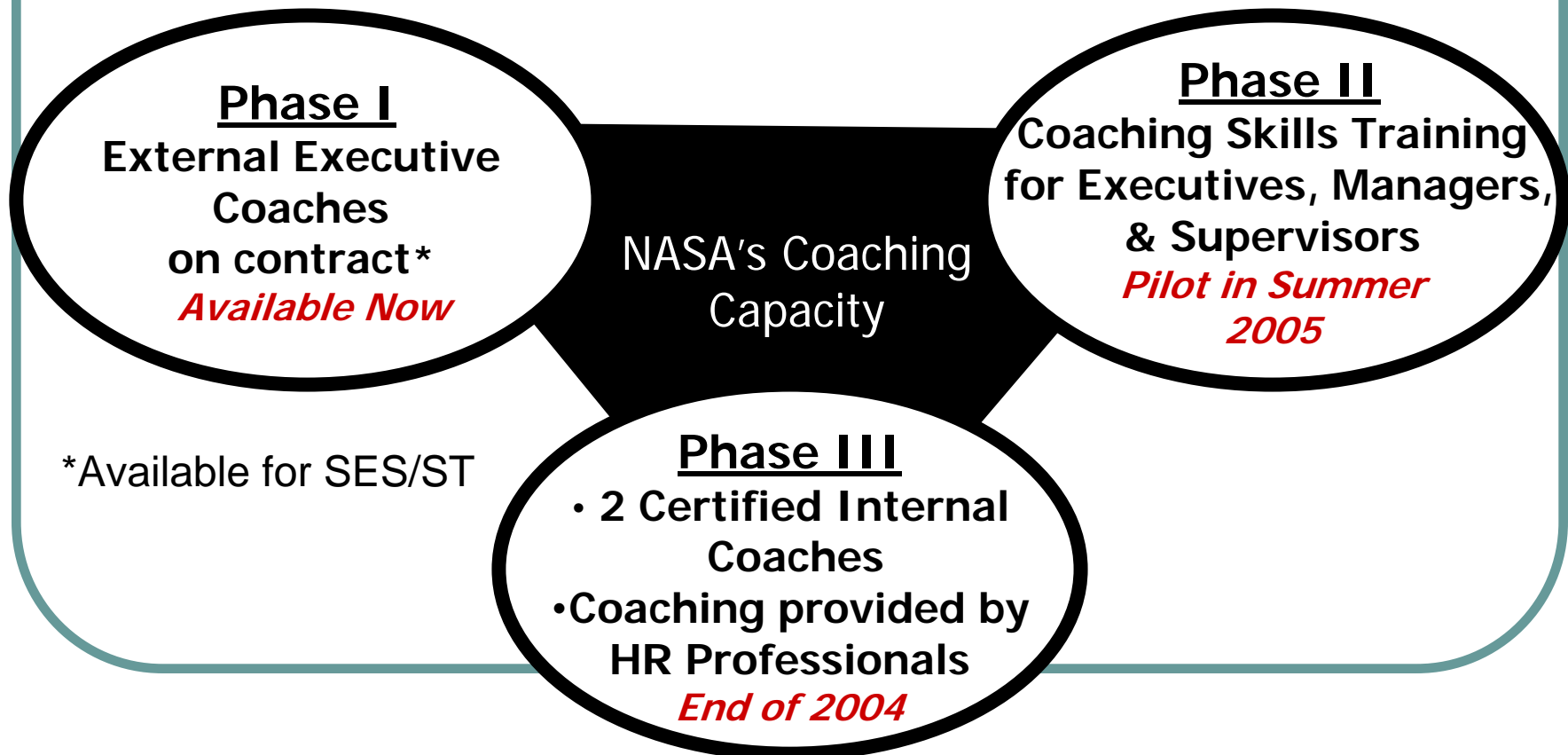
NASA is implementing executive coaching Agency wide as a part of its Strategic Human Capital initiative in response to the President's Management Agenda.

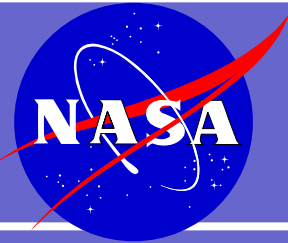




NASA's Coaching Capacity

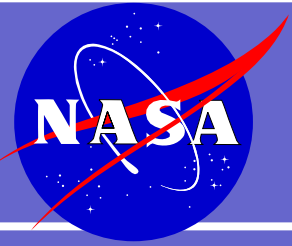
NASA's strategy for developing coaching for mission results is three-fold:





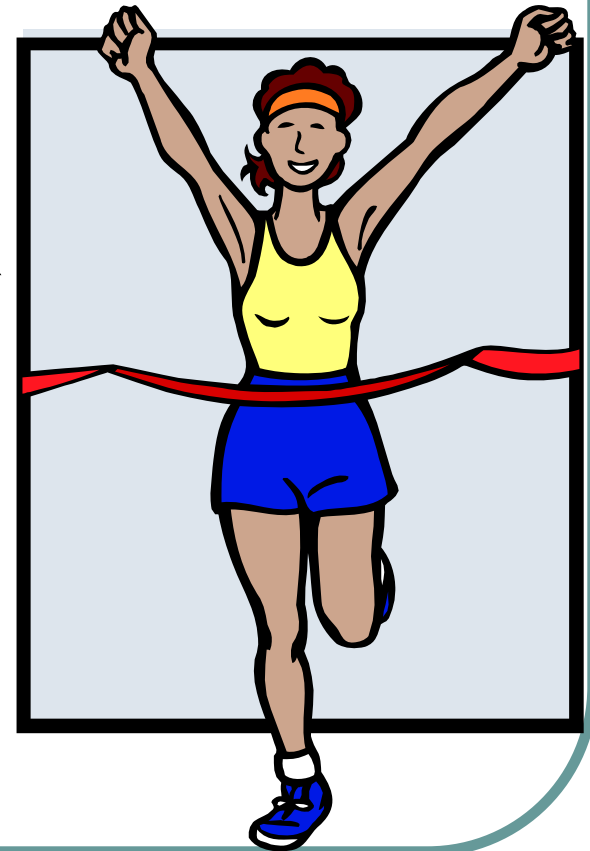
How to Request an External Executive Coach

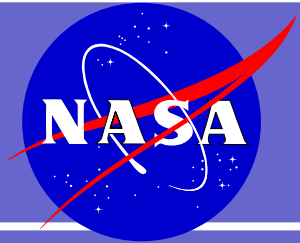
- Call Strategic Performance Management and Incentives Office – 544-1835
- Complete Preference Guide & Intake Questionnaires
- Preference Guide is sent to Headquarters COTR
- Cambria provides 2-3 resumes to Executive
- Executive reviews resumes & interviews potential Coach
- Executive estimates number of hours and expected outcomes from coaching relationship and contacts Center Program Coordinators
- Middle, final & 6 mo. follow-up assessment conducted by Coach



Executive Commitment

- Lead by example
- Champion
- Promote
- Provide on-going feedback to the coaching manager on the strategic perspective





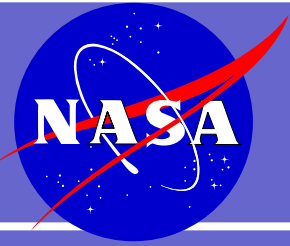
Next Steps

Act Now!

- HQs is paying - first-come, first-served
- Two Sessions of Coaching Skills Training for supervisors - late summer 2005
- Coaching overview presentations can be requested for divisions/management team

Executive Coaching

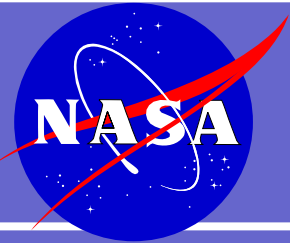
Back-up Charts



How does NASA define Executive Coaching?

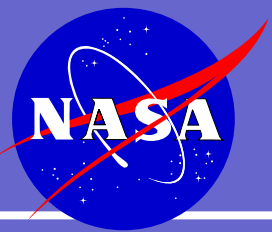
The executive coaching employed by NASA is most often referred to as “business” or “professional” coaching.

- Business Coaching focuses on aligning individual and organizational goals to improve performance and mission results.
- A business coach helps individuals enhance existing capabilities, set meaningful goals, and be accountable for results.



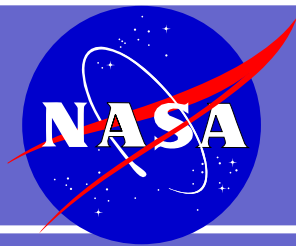
Studies have shown that...

- **Key staff can benefit from coaching in much the same way as athletes do by helping clients maximize performance by:**
 - Clarifying goals
 - Developing action plans
 - Acquiring new skills
- **Companies that provide coaching to executives have improved:**
 - Productivity (53%)
 - Quality (48%)
 - Organizational strength (48%)
- **Executives who received coaching have improved working relationships with:**
 - Direct reports (77%)
 - Immediate supervisors (71%)
 - Peers (63%)



To Illustrate

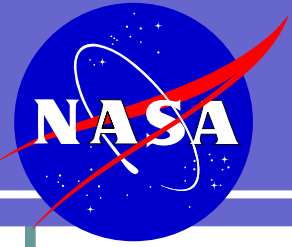
Traditional Supervision	Mentoring	Consulting	Coaching
"I know how. Do it my way."	"My experience is."	"I know how. This is what you are paying me to do."	"How can I help you learn?"
"Do it this way."	"This is how I would do it."	"This is how to do it."	"What have you tried? How has that worked? What else can you try?"



The Commonalities – Mentoring & Coaching

Both mentors and coaches:

- equip employees with the tools they need to develop personally and professionally
- use same skills & roles (listening, probing, providing feedback, sharing, confronting and guiding)
- foster learning through self-discovery
- provide a safe learning environment



The Differences

Coaching

- Improving performance in one's current job
- Short-term
- Colleague, manager, peer or external consultant
- Content & process focused

Mentoring

- Overall focus on advancing one's career
- Long-term (1 year +)
- Outside one's chain of command
- Tends to be more process focused (shift thinking)